

NC STATE UNIVERSITY

An Equal Opportunity Affirmative Action Employer

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May 13, 2011

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MEMORANDUM

TO: Vice Chancellors and Deans

FROM: Warwick Arden, Provost and Executive Vice Chancellor
Charles Leffler, Vice Chancellor for Finance and Business



SUBJECT: Personnel Actions Due to Budget Cuts & Strategic Realignment

As you know, the university is simultaneously involved in a Strategic Realignment Initiative and a Budget Reduction process. Each of these endeavors is likely to result in the need to restructure various work units and individual positions across campus. Therefore, we are providing further guidelines about how we will move forward in this dynamic environment.

Any college-, division-, departmental- or unit-based plans for **organizational re-design, realignment of personnel work responsibilities, and/or reductions in force (RIF)**, for example, need to consider your budget reductions in the context of the broader realignment initiatives. The overall expectation is that budget savings and increased efficiency will result from the changes you implement.

PLANNING FOR CHANGES If you are considering organizational and/or personnel changes due to your forthcoming budget reductions and/or strategic realignment, please contact **Deborah Wright** in Human Resources (at 515-4290 or Deborah.Wright@ncsu.edu) for an initial consultation ASAP. She will serve as the initial “triage” point of contact and will ensure that relevant units within HR (such as Classification & Compensation, Employee Relations, Employment Services, the EPA Personnel office, Training & Organizational Development, and Benefits as appropriate) are collectively prepared to assist you with your planning and implementation.

Requests for personnel actions (such as RIFs, unit reorganization consultations, and job reclassifications) will be prioritized as they are received by Human Resources, in consultation with the Provost and Vice Chancellor for Finance and Business. Because so many units are contemplating and planning to implement changes, turnaround times for Human Resources reviews will inevitably stretch. **Don't wait** to notify Human Resources of your planned changes, even if your thinking is still in its very early stages.

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RIF PROPOSALS RIF proposals are complex and take some time to review. They typically also require severance payouts, so advance planning (including budget effects) are essential; at this point in the year, it is basically too late to pay severance from an existing position's funding by June 30. Units will need to budget for severance costs in the next fiscal year.

NEW POSITIONS As required by the Hiring & Expenditure Guidelines effective January 10, 2011, all requests for new positions *regardless of source of funds* must first be submitted to the Office of the Provost (for colleges or Provost units) or to the Vice Chancellor for Finance and Business (for all other divisions) for permission to proceed with Human Resources review, before submission to Human Resources.

PHASED JOB CHANGES In cases when realignment or restructuring occurs, we will use a multi-phase approach that includes the following steps to manage the continuing positions:

- Duties and responsibilities will first be functionally reassigned to employees to accomplish the approved plan.
- Job description documents will then need to be created, reviewed, and endorsed once the organizational plan has been finalized and the work assignments implemented.
- Formal job title changes, reclassifications, and salary considerations will follow successful implementation.

There will be many changes to many positions in the coming year or two, and we will work through them in as orderly a fashion as possible. Some situations may require that the position responsibilities change prior to any formal title changes. Salary adjustments, if appropriate, will be addressed in as timely a manner as possible. We will attempt to review and consider such changes with a systematic institutional view, rather than as one- or two-at-a-time personnel actions.

Thank you for your continued collaboration and cooperation as we all work through these ambitious goals.

cc: Randy Woodson, Chancellor
Barbara Carroll, Assistant Vice Chancellor for Human Resources
Deborah Wright, Director, Human Resources Classification & Compensation
Vicki Pennington, Assistant Provost